



Supporting value negotiation for collaborative business models: A guiding method to structure information exchange

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ABSTRACT

To deal with current market dynamics and complexity, organizations increasingly establish collaborative business models that enable value co-creation to achieve collective objectives. Practices of value negotiation are essential in developing these business models, enabling stakeholders to balance individual versus collective value capture. This calls for structured guidance on information exchange between stakeholders, operationalizing how stakeholders can achieve trade-offs, and how they may share but also withhold information during negotiations. Following the design science research methodology, we propose a method to structure value negotiation within collaborative business models, and apply it to a bike-sharing business scenario, evaluating its validity and utility.

1. Introduction

Digitalization is disrupting and revolutionizing how firms conduct business (Parida et al., 2019; Ritter & Pedersen, 2020). The introduction of advanced digital technologies, such as Internet-of-Things and Artificial Intelligence, has given rise to new opportunities for enhancing value propositions to better cater to market needs (Caputo et al., 2021). However, the digitalization trend has also led to an increasingly dynamic market environment, characterized by rapid technological change, changing customer preferences and legal requirements (Rachinger et al., 2019). To capitalize on these opportunities and to deal with this increased market complexity, organizations must rethink and innovate their business models, and intensify relationships with business partners to leverage cross-organizational resources (Bouwman et al., 2019; Lübbecke & Picot, 2015).

Similarly, in sustainable business contexts (such as achieving circular impact or decreasing environmental pollution), we observe that organizations cannot individually achieve large-scale impact, and therefore seek collaboration with other organizations in their ecosystem to achieve collective goals (Aagaard et al., 2021; Evans et al., 2017). As a result, in today's marketplaces, we observe the increased prevalence of *collaborative networks* (Camarinha-Matos & Afsarmanesh, 2005): such networks describe a set of organizations that collaborate multilaterally to support value co-creation and to achieve both individual and collective goals. Through collaborative

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